



J. TYLER McCAULEY
AUDITOR-CONTROLLER

COUNTY OF LOS ANGELES DEPARTMENT OF AUDITOR-CONTROLLER

KENNETH HAHN HALL OF ADMINISTRATION
500 WEST TEMPLE STREET, ROOM 525
LOS ANGELES, CALIFORNIA 90012-2766
PHONE: (213) 974-8301 FAX: (213) 626-5427

May 31, 2001

TO: Supervisor Michael D. Antonovich, Mayor
Supervisor Gloria Molina
Supervisor Yvonne Brathwaite Burke
Supervisor Zev Yaroslavsky
Supervisor Don Knabe

FROM: J. Tyler McCauley
Auditor-Controller

SUBJECT: **SERVICE INTEGRATION BRANCH REVIEW**

On May 16, 2000, the Board approved the creation of the Service Integration Branch (SIB) within the Chief Administrative Office (CAO) and instructed the Auditor-Controller to evaluate and report on SIB's effectiveness one year after its implementation. In compliance with the Board's instruction, we have completed our review of SIB.

Our review consisted of interviewing SIB employees and management, reviewing SIB project documentation, reviewing established performance measures and goals, and attending meetings conducted by SIB staff that included collaborating agencies.

Background

In the last few years, the Board has introduced several initiatives to improve the quality of life for children and families in Los Angeles County by encouraging collaboration and service integration of children and family services. In May 2000, SIB was created by the Board to support collaborative efforts to develop a community-based, seamless, integrated service system for children and families. The Board directed SIB to support and coordinate collaborative policy development initiatives, assist County departments integrate service delivery systems, and help provide children and families with needed information.

Results of Review

The results of our review indicate that SIB has made progress in its efforts to achieve the objectives set by the Board. Over the last 12 months, SIB management recruited and hired approximately 50 staff and has brought together approximately 50 collaborating agencies, including County departments, community groups, school

districts, and private non-profit organizations. SIB is currently managing 25 different service integration projects (Attachment 1). For example, one project includes SIB's involvement in facilitating development of a detailed Countywide Service Integration Action Plan (CSIAP) for Children and Families that defines the strategy of service integration (Attachment 2).

SIB developed performance measures that quantify SIB's efforts in coordinating and supporting Countywide collaboration. The measures quantify tasks completed, such as the number of meetings attended, requests for SIB support services and recommendations made, and evaluate the quality of performance in these tasks, such as timeliness of completion and acceptance of recommendations by collaboratives. The SIB and collaboratives are currently working on developing performance measures for the CSIAP and outcome indicators to evaluate the improvement in the lives of children and families. These outcomes will ultimately become the measure of the effectiveness of SIB and its collaborative efforts.

Most of SIB's efforts in the first 12 months have been in developing its staff and organizational structure and action plans. As a result, actual measurable outcomes to evaluate SIB's effectiveness have not yet occurred. Beginning May 1, 2001, SIB and the collaboratives began implementing recommended tasks identified in the CSIAP and started identifying measurable outcomes and performance measures. Unless otherwise directed, we will conduct another evaluation of SIB's effectiveness in one year. This should provide sufficient time for SIB to obtain experience and to obtain the data necessary to evaluate actual results.

Also, below, SIB's role in the service integration efforts at MacLaren's Children Center (MCC) has not been clearly defined. In order to facilitate SIB's performance of its service integration responsibilities and provide valuable assistance at MCC, we are recommending that SIB's role be more clearly defined.

The following is a more detailed discussion of our review of SIB's organizational structure and its efforts over the last 12 months.

SIB and Collaboratives

SIB is comprised of three units that provide support and assistance to the collaboratives. The Policy Development & Direct Staff Support Unit provides direct support to the New Directions Task Force, Interagency Operations Group, Interagency Children's Services Consortium and the Policy Roundtable for Child Care. In addition, it works with groups such as the Children's Planning Council, the Proposition 10 Commission and the Child Care Planning Committee on special initiatives. The Planning & Implementation Support Services Unit provides technical and administrative support focusing on assistance with the budget and fiscal process, staffing strategy, MOU preparation and project management. The Data Integration & Evaluation Services Unit develops processes for integrated information management and coordinates research and evaluation services.

SIB has participated in and led several workgroups and forums with collaborating agencies. Some examples are the Long-term Family Self-Sufficiency Evaluation (LTFSS) Design Workgroup, and the Service Integration Forum that included representatives from over 50 collaborating agencies. Also, SIB has worked with County departments to establish various Memorandums of Understanding (MOU), such as the MOU with six departments to develop a web-based application to maintain health and education records for children in probation or foster care.

SIB Projects

SIB has identified 25 projects that are designed to coordinate and evaluate collaborative efforts in sharing information, policy development, and planning and implementation activities. Action plans and timelines that identify key project milestones have been developed for each of the projects. We reviewed the action plans for nine of SIB's 25 projects. The timelines and project goals appear to be appropriate and support the established objectives of SIB and the County. Generally, it appears that goals are being met within or prior to established time frames. While we noted some instances in which time frames had been adjusted, the adjustments appeared to be reasonable due to the comprehensive nature of collaborations or the impending issues.

Service Integration Action Plan for Children and Families

As previously mentioned, based on input from collaboratives, SIB facilitated the development of a CSIAP. This action plan centers on six focus areas: access to services, customer service and satisfaction, multi-agency service delivery, data sharing, funding for services, and pursuing long-term success. Collaborative Task Workgroups have been established for each focus area to coordinate implementation activities. The CSIAP details the specific tasks to be undertaken by each Workgroup and establishes specific time frames for completion within the next two years.

SIB and the collaboratives are using a results-based accountability model for guidance in developing meaningful performance measures and outcome indicators. SIB and collaborators agree that the outcomes for children and families (i.e., are the lives of children and families better) will be the ultimate measure of whether any strategy, including service integration, is working. Guidelines for measuring progress in the focus areas are being finalized.

MacLaren's Children Center Service Integration

The Board assigned the responsibility of management oversight at MCC to the Interagency Children's Services Consortium (Consortium). The Consortium consists of members from the Departments of Health Services, Mental Health, Probation, Children and Family Services, and Los Angeles County Office of Education. While SIB has been informally involved with the Consortium, its role has not been clearly defined. We are recommending that SIB's role with the Consortium be clearly defined in order to

facilitate SIB's performance of its service integration responsibilities and to provide valuable additional assistance to the Consortium.

If you have any questions, please contact me or have your staff contact Pat McMahon at (213) 974-0729.

JTM:PTM

Attachments

c: David E. Janssen, Chief Administrative Officer
Walt Kelly, Director, Service Integration Branch
Violet Varona-Lukens, Executive Officer
Public Information Officer
Audit Committee

Service Integration Branch Projects

<i>Project</i>		<i>Purpose</i>
1	Service Integration Action Plan	Identify action priorities for making the County's service delivery system more family-focused, culturally-competent, accessible, responsive, and accountable for outcomes for children and families
2	Working Together for Children	Develop a section in the County's Strategic Plan dedicated to children and families which outlines how the County can better coordinate and integrate services available to this group, with guidelines to measure the key outcome areas
3	County Strategic Planning	Coordinate implementation of the 5 objectives and Goal 5 of the County Strategic Plan
4	School Based Mental Health	Participate on committee to organize a conference on school-based mental health issues that will include service integration as a focus
5	Space Coordination /Planning	Coordinate space requests to promote the development of co-located and/or integrated services and identify future opportunities to co-locate services
6	Legislative Advocacy	In conjunction with Children's Planning Council develop a legislative advocacy coalition to develop a cohesive "One County" voice on federal and state legislative issues related to children and families
7	SIB Web Page	Develop SIB internet/intranet web sites to provide needed information to children & families, the Community and County departments, and SIB collaboratives
8	Out-of-Home-Placement Monitoring	Coordinate development of a systematic process for gathering and sharing real-time data regarding out-of-home placement monitoring
9	"The Passport" formerly Child Health and Education Passport System (CHEPS)	Design a database of health & education information for children in protective custody, that is accessible to providers, child caregivers, and County staff
10	Emergency Operations Center	Coordinate and provide information technology development and support services for emergency response system
11	GIS Development	Support the mapping services at the Registrar Recorder and implementation of the Single Point of Entry (SPOE) System
12	Thomas Updating System (TUS)	Update the Thomas Brothers Street file with complete, current, and accurate information for all departments
13	LTFSS #37	Create digital boundaries containing public school enrollment areas
14	Census Support	Act as liaison for County of LA to the census bureau and provide on-going support to departments for information relating to 1990 and 2000 Census
15	Redistricting	Provide data, demographic, software, and training for redistricting BOS support
16	CalWORKS Evaluation	Evaluate and monitor performance of local implementation of CalWORKS relative to reducing dependence of needy parents on government benefits
17	LTFSS Evaluation	Oversee Countywide and project-level evaluations of sustained self-sufficiency in five outcome areas and provide on-going project assistance
18	Rand (LAFANS)	Manage contract w/ Rand to survey CalWORKS families for use in the evaluation of CalWORKS
19	Funding for Services Workgroup (IOG)	Identify opportunities for leveraging funding across service delivery systems
20	Revenue Recovery	Recover revenue of DMH & DHS eligible Medi-Cal unbilled and delinquent accounts by matching w/ State's monthly MEDS & Eligibility History files, update eligibility files and verify accuracy of sales tax directed to the County
21	Child Care (Van Nuys) Third District	Identify host departments and coordinate development of operator contracts
22	SIB Implementation/Staffing Issues	Fill SIB positions and secure needed space and training
23	Economic Database Development	Conduct employment study of San Gabriel Valley for San Gabriel Valley Council of Governments to identify job creation and destruction trends
24	Employee Child Care Strategic Plan	Implement actions to enhance availability of child care, including enhanced info awareness and needs assessment analysis
25	First Supervisorial Discretionary Funds	Execute contracts for child care providers to expand capabilities to children from age 0 to 2

SERVICE INTEGRATION ACTION PLAN FOR CHILDREN AND FAMILIES YEAR 1

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
1	ACCESS TO SERVICES: CREATING A 'NO WRONG DOOR' POLICY - Workgroup (CAO, CDC, CSS, DCFS, DHS, DMH, DPSS, LACOE, LAUSD, Library, Parks and Recreation, Probation, CIO, CPC, Community Partners, Families)			DHS		
1.1	Identify and automate a menu of services offered by agencies, departments, and community partners - "What doors exist?"	5/1/01	Year 2			1.5.6
1.1.1	Survey departments/agencies and collect data to include languages served, hours of operation, geographic distribution of service locations (random or contiguous), access to public transportation, provision of or plans to provide off-site services.	5/1/01	10/31/01	SIB	SIB	
1.1.2	Develop criteria for determining what should be included in the menu of services.	5/1/01	10/31/01	SIB	SIB	
1.1.3	Create interactive data base of children and family County services using a comprehensive menu of services.	12/3/01	Year 2			4.6
1.2	Determine need for additional access points and develop implementation plan.	5/1/01	Year 2			
1.2.1	Assess the feasibility of providing services at existing and new non-traditional sites, such as schools, family resource centers, or churches; or co-locating at more facilities. Resolve any State/church issues.	5/1/01	10/31/01	SIB	SIB	
1.2.2	Identify access barriers which prevent/limit access to services, including geographic service boundaries.	10/1/01	Year 2	SIB	SIB	
1.2.3	Develop an implementation plan to provide services at existing and new non-traditional sites based on the results of the feasibility study.	10/1/01	Year 2	SIB	DHS, DPSS	
1.2.4	Address oversight and control of non-traditional sites.	10/1/01	Year 2	SIB	DHS, DPSS	
1.3	Develop a single screening/intake eligibility review process for County agencies/departments and their partners.	5/1/01	Year 2			3.4, 4.1
1.3.1	Identify involved departments/agencies; Identify population to be served.	5/1/01	10/31/01	DPSS	SIB	
1.3.2	Collect and review current screening/intake eligibility forms to determine common data elements, new data elements to be collected, required data (County, State, etc.).	5/1/01	10/31/01	DPSS	SIB	
1.3.3	Determine the feasibility and benefit of single screening/intake eligibility forms. Consider "County Intake Services" and hotline to handle all intake issues.	8/1/01	10/31/01	DPSS	SIB	
1.3.4	If feasible and beneficial to the community/families, create single screening/intake eligibility review form. Determine whether the form should be on a real-time interactive database.	10/1/01	Year 2	DPSS	SIB	
1.3.5	Train all involved staff on usage of form. Staff must have knowledge and expertise to administer the form.	Year 2	Year 2			
1.3.6	Implement screening/eligibility form for County use.	Year 2	Year 2			

SERVICE INTEGRATION ACTION PLAN FOR CHILDREN AND FAMILIES YEAR 1

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
1.4	Create a universal needs assessment tool which is linked to financial eligibility criteria and identify trends in needs and gaps.	5/1/01	Year 2			
1.4.1	Identify involved departments/agencies; Identify population to be served.	5/1/01	10/31/01	DHS	SIB	
1.4.2	Collect and review current assessment forms.	5/1/01	10/31/01	DHS	SIB	
1.4.3	Determine the feasibility and benefit of a universal needs assessment tool.	8/1/01	10/31/01	DHS	SIB	
1.4.4	If feasible and beneficial to the community/families, create universal needs assessment tool. Determine whether the form should be on a real-time interactive database.	10/1/01	Year 2	DHS	SIB	
1.4.5	Train all involved staff on usage of form. Staff must have knowledge and expertise to administer the form.	Year 2	Year 2			
1.4.6	Implement assessment tool for County use.	Year 2	Year 2			
1.4.7	Based on data collected from assessment tool, identify needs to be addressed.	Year 2	Year 2			
1.4.8	Create method to identify trends in needs and gaps in services, based on needs assessment data.	Year 2	Year 2			
1.5	Develop methods to improve access to services.	5/1/01	Year 2			3.4
1.5.1	Evaluate the feasibility of a "lead case manager" to families receiving multiple services.	5/1/01	9/30/01	DPSS, DHS, DHR, CPC	SIB	2.4.5, 3.4.1
1.5.2	Develop a plan to offer expanded hours of operation (24/7) for crucial services, as needed.	5/1/01	11/30/01	CPC, IOG	SIB	
1.5.3	Develop a Communications Plan on how the community and families will be informed of service changes through print, voice, County and non-County websites, or kiosks.	5/1/01	1/31/02	DHS, DHR	SIB	3.3.4
1.5.4	Evaluate the feasibility of placing Kiosks at County and non-County sites, libraries, malls, etc., to display menu; and review other existing technologies to distribute information. Information must be understandable and in the community's language.	10/1/01	Year 2	SIB	CIO	2.4
1.5.5	Develop an automated system-wide referral system.	12/3/01	Year 2	Prop 10	SIB, CIO	4.6
1.5.6	Develop multi-disciplinary training for department/agency staff to allow them to access a full range of services using the Countywide menu of services and referral system.	12/3/01	Year 2			1.1, 4.7
1.5.7	Identify and begin implementing strategies to overcome access barriers.	1/1/02	Year 2	SIB	CIO	
1.5.8	Identify strategies and develop recommendations to improve services for Limited-English and hearing-impaired families receiving services.	1/1/02	Year 2	SIB	DPSS, DHS	
1.5.9	Develop strategies to improve access to services through policy or legislative changes. This includes identifying any needed funding.	10/1/01	Year 2	DHS	SIB/DPSS	

SERVICE INTEGRATION ACTION PLAN FOR CHILDREN AND FAMILIES YEAR 1

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
2	CUSTOMER SERVICE AND SATISFACTION - Workgroup (CAO, CDC, CSS, DCFS, DHS, DMH, DPSS, LACOE, LAUSD, Library, Parks and Recreation, Probation, DHR, ISD, CPC, Community Partners, Families (including seniors and emancipated youth), Labor Unions)			CPC		
2.1	Ensure departments, agencies, and their partners, treat families with respect and professionalism and involve families in the development and ongoing implementation of customer-friendly service delivery systems.	5/1/01	Year 2			
2.1.1	Establish a process for getting input from families who have been served by County departments and their partners about acceptable standards of customer service.	5/1/01	8/31/01	CPC, IOG	SIB	
2.1.2	Establish standards for customer service.	5/1/01	8/31/01	CPC, IOG	SIB	
2.1.3	Establish guiding principles for partnering with communities and families, which are based on mutual respect and accountability.	5/1/01	11/30/01	CPC, IOG	SIB	
2.1.4	Consider literacy challenges and limited-English proficiency, and incorporate the need to address this issue in any related MOUs, contracts.	7/1/01	11/30/01	CPC, IOG	SIB	
2.1.5	Establish a continual quality improvement process for receiving feedback from families, the community, service providers and staff.	7/1/01	11/30/01	CPC, IOG	SIB	
2.1.6	Evaluate current services to determine cultural competency.	9/1/01	Year 2	DPSS, SIB	DHR, Affirmative Action	3.3.3
2.2	Develop an improved capacity to evaluate and track staff's performance in the areas of customer service and satisfaction. (Work with the labor unions in this area.)	5/1/01	12/31/01			
2.2.1	Identify promising practices in the area of staff training.	5/1/01	7/31/01	DHR	SIB	
2.2.2	Identify quality improvement standards and measures for evaluating staff.	5/1/01	8/31/01	DHR	SIB	
2.2.3	Determine the method to be used in evaluating staff. Evaluations should reflect how staff treat clients.	5/1/01	8/31/01	DHR	SIB, CPC	
2.2.4	Review hiring and selection process for hiring staff to get the best buy-in and assistance.	5/1/01	8/31/01	DHR	SIB	
2.2.5	Develop guidelines to test process for achieving staff quality improvements.	8/1/01	12/31/01	DHR	SIB, A-C	
2.2.6	Develop monitoring systems to hold departments/agencies accountable to their customers, staff and community-based partners.	9/1/01	12/31/01	SIB	Auditor-Controller	4.6

SERVICE INTEGRATION ACTION PLAN FOR CHILDREN AND FAMILIES YEAR 1

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
2.3	Ensure work environments are responsive to staff needs and promote customer service by better framing the importance of customer service. (Work with the labor unions in this area.)	5/1/01	Year 2			
2.3.1	Define role of staff in serving families and the community. Work should not be "just a job".	5/1/01	6/30/01	SIB	CPC, DHR, IOG	
2.3.2	Identify promising practices/what works related to service delivery models that help staff better manage workload and improve customer satisfaction. Look at State, federal and "grass roots" systems.	5/1/01	10/31/01	SIB	CPC, DHR, IOG	
2.3.3	Identify opportunities and develop a plan for partnering with community-based providers to better manage the workload and improve customer satisfaction.	5/1/01	10/31/01	CPC, IOG	SIB	
2.3.4	Evaluate facility environments for safety, comfort and access.	5/1/01	11/30/01	DHR	SIB, ISD, CAO	
2.3.5	Establish standards that promote training, and provide the necessary tools, emotional support and incentives to reduce turnover of workers and ensure worker satisfaction/retention.	7/1/01	10/31/01	CPC, DHR	SIB	3.3
2.3.6	Provide County line staff with training and support to improve levels of customer service, including personal development opportunities, opportunities to learn about multiple systems and approaches for serving children/families, and technical assistance.	10/1/01	Year 2	CPC, DHR	SIB	3.3.6, 3.3.8
2.3.7	Evaluate the feasibility of incentives for staff who develop creative ways to service clients.	12/3/01	Year 2	DHR	SIB	
2.4	Enhance system of family advocates by partnering with community-based resources (beyond community-based providers) to assist families in navigating through the service system.	7/1/01	Year 2			1.5.4, 3.2, 3.3.6
2.4.1	Review promising practices in other jurisdictions and existing projects to see how family advocates could enhance the service delivery system.	7/1/01	1/31/02	CPC	SIB	
2.4.2	Review services provided by community agencies to determine gaps, if any, that could be filled by family advocates.	10/1/01	1/31/02	CPC	SIB	
2.4.3	Identify existing family advocates who work with multiple agencies. Determine whether these family advocates are voluntary or fee-based.	10/1/01	1/31/02	CPC	SIB	
2.4.4	Explore funding for family advocate functions and explore broadening that role if it becomes a viable option. Develop any necessary MOUs and contracts to include required contract monitoring.	10/1/01	1/31/02	SIB	CPC	
2.4.5	Develop a system to assign a lead case manager to families receiving multiple services with whom family advocates could work. (If determined appropriate by task 1.5.1)	10/1/01	1/31/02	CPC, DPSS, DHS, DHR	SIB	1.5.1, 3.4.1
2.4.6	Provide joint training of family advocates and department/agency staff to increase understanding of roles, legal mandates and mission of agencies and their service population's needs.	10/1/01	Year 2	CPC, DHR	SIB	2.3.6, 3.3.6

**SERVICE INTEGRATION ACTION PLAN
FOR CHILDREN AND FAMILIES
YEAR 1**

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
3	MULTI-AGENCY SERVICE DELIVERY - Workgroup (CAO, CDC, CSS, DCFS, DHS, DMH, DPSS, LACOE, LAUSD, Library, Parks and Recreation, Probation, CPC, Community Partners, Families, New Directions/IOG Staff Development Workgroup, Labor Unions)			DPSS		
3.1	Compile an inventory of current County integrated, multi-agency service initiatives, such as Interagency Children's Service Consortium, and based on that data, develop a report on lessons learned to date from these initiatives.	5/1/01	10/31/01			
3.1.1	Define "integrated multi-agency service initiative".	5/1/01	6/30/01	SIB	DPSS, DHS, CPC	
3.1.2	Compile an inventory/matrix of the initiatives for departments/agencies and their partners.	5/1/01	8/31/01	SIB	SIB	
3.1.3	Develop criteria for reviewing/evaluating county and non-county systems and initiatives for the inventory.	5/1/01	8/31/01	SIB	SIB	
3.1.4	Review and evaluate existing multi-agency service systems and current initiatives within/among agencies/departments, and identify lessons learned in planning process and implementation. This would include reviewing current MOUs between departments.	7/1/01	10/31/01	SIB	SIB	
3.2	Develop policy and procedures, and a fiscal assessment for sharing existing resources across agencies/departments, including staffing, funding, facilities, translators, and other resources.	5/1/01	Year 2			2.4
3.2.1	Assess barriers, including job classification barriers and other limitations.	5/1/01	Year 2	CAO, DHR	SIB	
3.2.2	Examine contractual relationships between departments and community agencies that may present a barrier for sharing resources.	5/1/01	Year 2	CAO, DHR	SIB	
3.2.3	Broaden department job classifications which allow for career development.	5/1/01	Year 2	CAO, DHR	SIB	
3.2.4	Develop the policy and procedures for use by departments/agencies.	5/1/01	Year 2	CAO, DHR	SIB	
3.2.5	Assess barriers to sharing non-staffing related resources, i.e., facilities, translators, and other resources.	7/1/01	Year 2	CAO, DHR	SIB	
3.3	Develop training and staff development for department/agency staff which would allow them to serve families using a multi-disciplinary team approach.	5/1/01	Year 2			2.3.5, 2.3.6
3.3.1	Conduct a needs assessment of training/staff development needs for line staff.	5/1/01	10/31/01	DHR	SIB	
3.3.2	Provide a briefing for line staff on service integration efforts within the County.	5/1/01	Year 2	DHR	SIB	
3.3.3	Evaluate and enhance the existing County cultural competency curriculum.	5/1/01	Year 2	Affirmative Action	DHR	2.1.6

SERVICE INTEGRATION ACTION PLAN FOR CHILDREN AND FAMILIES YEAR 1

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
3.3.4	Develop a Communication Plan for informing departments, agencies, community and families of pending changes at all steps of the process, i.e., planning, development, implementation.	5/1/01	Year 2	DHR, DHS	SIB	1.5.3, 3.3.1
3.3.5	Develop cross-training for multi-agency service delivery teams across County departments.	5/1/01	Year 2	DHR	SIB	
3.3.6	Develop focused training for line staff to increase interagency understanding of roles, legal mandates and mission of agencies and their service population needs. Include community reps as trainers.	7/1/01	Year 2	DHR, CPC	SIB	2.3.6, 2.4.6, 3.3.8
3.3.7	Provide training to managers on how to support line staff.	7/1/01	Year 2	DHR	SIB	
3.3.8	Training curriculum for staff should include empathy training, and must have a customer service focus.	7/1/01	Year 2	DHR	SIB	2.3.6
3.4	Develop strategies for delivering multi-agency services across agencies/departments and outline benefits to departments, agencies, community, and families.	5/1/01	Year 2			1.5, 4.1
3.4.1	Consider creation of a "lead agency" and a "lead case manager" for a family.	5/1/01	9/30/01	DPSS, DHS, DHR, CPC	SIB	1.5.1, 2.4.5
3.4.2	Research and identify opportunities and gaps to providing multi-agency services.	9/1/01	Year 2	DPSS, CPC	SIB	
3.4.3	Solicit input from the community and families on the strategies.	10/1/01	2/28/02	DPSS, CPC	SIB	
3.4.4	Determine desired protocols to implement expanded multi-agency services, including multi-agency service teams.	10/1/01	Year 2	DPSS, CPC	SIB	
3.4.5	Develop a plan for integrating space and staff.	10/1/01	Year 2	DPSS, CAO Space Mgt		
3.5	Develop an implementation plan for multi-agency service delivery with input from families and the community and identify performance measures.	Year 2	Year 2			
3.5.1	Develop the Implementation Plan outlining how the County will deliver multi-agency services among departments/agencies using input from departments, agencies, community and families.	Year 2	Year 2			
3.5.2	Identify performance measures to assess the impact of multi-agency services.	Year 2	Year 2			
4	DATA SHARING - Workgroup (CAO, CDC, CSS, DCFS, DHS, DMH, DPSS, LACOE, LAUSD, Library, Parks and Recreation, Probation, County Counsel, ISD, CPC, Community Partners, Families, State)			SIB		
4.1	Identify departments/agencies/community partners that should share data, the purpose for sharing data, and the ability to share data.	5/1/01	11/30/01			1.3, 3.4

SERVICE INTEGRATION ACTION PLAN FOR CHILDREN AND FAMILIES YEAR 1

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
4.1.1	Identify all partners that need to share data (county and non-county).	5/1/01	7/31/01	SIB	CIO	
4.1.2	Define the purpose for sharing data; identify each shared data element and the reason data is needed/required.	5/1/01	7/31/01	SIB	CIO	
4.1.3	Identify and address confidentiality issues - the legality of those partners sharing data, while ensuring privacy rights. Address all barriers, such as, HIPAA.	5/1/01	7/31/01	SIB	County Counsel	
4.1.4	Develop a system that ensures "Informed Consent" regardless of adult or child, to the extent it is required by law.	9/1/01	11/30/01	SIB	County Counsel	
4.2	Conduct an assessment of existing hardware and software capabilities/limitations in impacted agencies.	8/1/01	1/31/02			
4.2.1	Identify the hardware and software that exists in each of the agencies (county and non-county).	8/1/01	1/31/02	SIB	CIO	
4.2.2	Identify the ability for Internet access.	8/1/01	1/31/02	SIB	CIO	
4.2.3	Assess the ability to transfer data, exchange files, revise systems, etc.	8/1/01	1/31/02	SIB	CIO	
4.2.4	Determine the need to interface with State and other existing databases.	8/1/01	1/31/02			
4.3	Prepare a data dictionary and define a common terminology for all.	9/1/01	2/28/02			
4.3.1	Create a data dictionary defining data elements and terms to be collected/shared.	9/1/01	2/28/02	SIB	CIO	
4.4	Create a single identifier for persons receiving services.	9/1/01	2/28/02			
4.4.1	Review systems that have developed a single case identifier across multiple departments.	9/1/01	11/30/01	SIB	CIO	
4.4.2	Identify need for single identifier, define term and develop a methodology for identifying a person/family.	11/1/01	1/31/02	SIB	CIO	
4.4.3	Develop a common core of case identifying information that would identify the child/family, the agency providing services, and a contact person within each agency.	12/3/01	2/28/02	SIB	CIO	
4.4.4	Determine where the single identifier will reside.	1/1/02	2/28/02	SIB	CIO	
4.5	Prepare Information Technology Plan for Data Sharing.	7/1/01	3/31/02			
4.5.1	Identify client population for databases (all/some cases, and all/some records).	7/1/01	10/31/01			
4.5.2	Determine involvement of the CPC's Data Partnership for Children & Families.	7/1/01	10/31/01	SIB	CPC, CIO	
4.5.3	Prepare Plan summarizing the hardware, software, internet access, and data elements to be collected and shared by county and non-county users.	9/1/01	2/28/02	SIB	CIO	
4.5.4	Address the following within the plan: data integrity, data updates by all users, confidentiality, correction of data, frequency of updates, back-up plans in the event of data loss or system problems, client appeal process.	9/1/01	2/28/02	SIB	CIO	

SERVICE INTEGRATION ACTION PLAN FOR CHILDREN AND FAMILIES YEAR 1

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
4.5.5	Define data types: internal, external, information only, confidential, partner agency utilization, etc.	10/1/01	2/28/02	SIB	CIO	
4.5.6	Define security access and levels for county and non-county users. Identify who has capability to access what data. Ensure confidentiality and privacy rights are protected.	11/1/01	2/28/02	SIB	CIO	
4.5.7	Establish timeline for implementation.	12/3/01	2/28/02	SIB, Prop 10, FFS Wkgrp	CIO, ISD	
4.5.8	Determine where the databases will reside, who will maintain, etc.	1/1/02	3/31/02	SIB, Prop 10, FFS Wkgrp	CIO	
4.5.9	Identify the solution for each of the databases, i.e., interactive, internet, intranet, tape update, etc.	1/1/02	3/31/02	SIB, Prop 10, FFS Wkgrp	CIO	
4.5.10	Identify costs and staffing resources associated with implementing Information Technology Plan for Data Sharing. Consider costs for community-based agencies to access data.	1/1/02	3/31/02	SIB, Prop 10, FFS Wkgrp	CIO	
4.6	To support implementation of the Action Plan, create databases which will allow agencies to share data, track and evaluate the quality of services provided, refer persons to services in other agencies, and identify opportunities for leveraging funds.	12/3/01	Year 2			1.1.3, 1.5.5, 2.2.6, 5.4.3
4.6.1	Develop Agreements (MOUs) with all users which defines scope of work, user responsibilities, type of data to be accessed, security levels, action to be taken when misused, etc.	12/3/01	3/31/02	SIB	CIO	
4.6.2	Secure approval for funding of Information Technology Plan for Data Sharing.	2/1/02	Year 2	SIB, Prop 10, FFS Wkgrp	CIO	
4.6.3	Design databases to accomplish each of the goals within the Action Plan, and develop test databases prior to full implementation.	2/1/02	Year 2	SIB	ISD, CIO	
4.6.4	Develop a process for updating the Information Technology Plan.	3/1/02	Year 2	SIB	CIO	
4.6.5	Track trends in client access/receipt of services to identify future needs.	3/1/02	Year 2	SIB	CIO	
4.7	Develop Training and Education Plan.	12/3/01	Year 2			1.5.6
4.7.1	Identify training population.	12/3/01	2/28/02	SIB	CIO	
4.7.2	Identify trainers (county and non-county) and identify funding for this effort.	12/3/01	3/31/02	SIB	CIO	
4.7.3	Develop Training Plan for all users of the databases.	12/3/01	Year 2	SIB	CIO	

**SERVICE INTEGRATION ACTION PLAN
FOR CHILDREN AND FAMILIES
YEAR 1**

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
5	FUNDING FOR SERVICES - Workgroup (CAO, CDC, CSS, DCFS, DHS, DMH, DPSS, LACOE, LAUSD, Library, Parks and Recreation, Probation, Auditor-Controller, CPC, Community Partners, State)			IOG		
5.1	Identify funding streams in each department/agency.	5/1/01	8/31/01			
5.1.1	Survey departments and agencies to identify program description, target population, eligibility requirements, and department/agency contact person for each funding stream.	5/1/01	8/31/01	FFS Wkgrp	SIB	
5.1.2	Determine funding source, sharing ratios and funding restrictions.	5/1/01	8/31/01	FFS Wkgrp	SIB	
5.1.3	Create summary report of findings.	7/1/01	8/31/01	FFS Wkgrp	SIB	
5.2	Compile/harvest lessons learned in successful projects which have maximized funding by leveraging funds to enhance/expand the program.	5/1/01	8/31/01			
5.2.1	Based on survey data, review successful projects within and outside of the County, and describe the effect and outcomes of those programs.	5/1/01	7/31/01	FFS Wkgrp	SIB	
5.2.2	Identify the administrative mechanism used for funding.	5/1/01	7/31/01	FFS Wkgrp	SIB	
5.2.3	Identify any barriers to leveraging funds.	7/1/01	8/31/01	FFS Wkgrp	SIB	
5.3	Identify opportunities to match/leverage funds between departments/agencies, as well as using outside funds, such as <u>Prop 10</u> , federal/foundation funds and grants.	9/1/01	3/31/02			
5.3.1	Review data to identify opportunities to match or leverage funding between departments, agencies and community partners.	9/1/01	2/28/02	FFS Wkgrp	SIB	
5.3.2	Hire a consultant to identify opportunities beyond the local level. Identify funds that could be leveraged with State or Federal funds.	9/1/01	2/28/02	FFS Wkgrp	SIB	
5.3.3	Identify possible legislative or regulatory initiatives to enhance the ability to maximize and utilize funding.	2/1/02	3/31/02	FFS Wkgrp	SIB	
5.4	Develop guidelines for interagency funding.	10/1/01	Year 2			
5.4.1	Define the process. Identify what departments/agencies must consider when leveraging funds. Address any applicable audit considerations.	10/1/01	2/28/02	FFS Wkgrp	SIB	
5.4.2	Explore the feasibility of a central unit to provide technical assistance in this area.	10/1/01	2/28/02	FFS Wkgrp	SIB	
5.4.3	Ensure departments/agencies consider opportunities to leverage funds. Prepare a checklist or matrix which would assist them in this effort, and post to interactive Website.	10/1/01	Year 2	FFS Wkgrp	SIB	4.6

**SERVICE INTEGRATION ACTION PLAN
FOR CHILDREN AND FAMILIES
YEAR 1**

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
6	PURSUING LONG-TERM SUCCESS - Workgroup (One representative from each New Direction's member agency and each SPA/AIC.)			CAO		
6.1	Develop Plan to Coordinate & Monitor Progress toward 5 Focus Areas.	5/1/01	8/31/01			
6.1.1	Determine process for organizing workgroups for each focus area including governance and performance accountability structure.	5/1/01	6/30/01			
6.1.2	Determine necessary resources to complete identified focus area tasks at county and non-county (including community) level.	5/1/01	6/30/01			
6.1.3	Identify reporting structure for each of the focus areas to report on their progress.	5/1/01	6/30/01			
6.1.4	Determine process for workgroups to advance issues that may impact other focus areas, necessitate further clarification, and/or require strategic direction setting or policy discussion.	5/1/01	6/30/01			
6.1.5	Confirm process for advising New Directions on the status of implementing the plan.	5/1/01	6/30/01			
6.1.6	Have workgroups develop flow chart of tasks/objectives for each of the focus areas.	5/1/01	8/31/01			
6.2	Confirm Performance Measures for Service Integration.	5/1/01	Year 2			
6.2.1	Establish indicators for each of the five outcome areas.	5/1/01	7/31/01			
6.2.2	Establish performance measures for Service Integration Action plan.	5/1/01	7/31/01			
6.2.3	Determine data collection, tabulation and reporting process.	6/1/01	7/31/01			
6.2.4	Identify data sources for indicators and performance measures.	6/1/01	7/31/01			
6.2.5	Present performance measures and implementation plan to New Directions for approval.	7/1/01	8/31/01			
6.2.6	Implement plan for reporting on performance measures.	8/1/01	Year 2			
6.3	Design and initiate a process for moving the County toward more profound levels of change, towards strategies and approaches that help to more fully realize the values and goals.	5/1/01	Year 2			
6.3.1	Assess Values and Goals in relation to the five components of the Action Plan. Identify the steps in the plan that help realize the V and G. Develop a plan to address V and G which will not be substantially realized through current components of the plan.	5/1/01	8/31/01			
6.3.2	Identify opportunities and plans for system reform both small and large.	5/1/01	8/31/01			

**SERVICE INTEGRATION ACTION PLAN
FOR CHILDREN AND FAMILIES
YEAR 1**

Task No.	Task Name	Start Date	Finish Date	Lead	Support	Linkages
6.3.3	Identify process for resolving issues brought forward by workgroups that necessitate further clarification and/or require strategic direction setting or policy discussion.	5/1/01	8/31/01			
6.3.4	Identify information/data needs to assess service population and breadth of services available for identifying opportunities for better managing the continuum of services to reduce demand for services through prevention.	5/1/01	8/31/01			
6.3.5	Conduct feasibility analysis for determining which opportunities should be pursued.	8/1/01	12/31/01			
6.3.6	Conduct fit/gap analysis between departmental plans and opportunities.	1/1/02	Year 2			
6.3.7	Develop action plan for identifying steps for pursuing opportunity.	Year 2	Year 2			